



COMDTINST 5354.9  
NOV 24 2015

COMMANDANT INSTRUCTION 5354.9

Subj: MANAGEMENT DIRECTIVE 715 (MD-715) PROCESS GOVERNANCE

Ref: (a) Equal Employment Opportunity Commission (EEOC) Management Directive 715, EEO MD-715, 1 October 2003  
(b) Instruction to Federal Agencies for EEO Management Directive 715 (<http://www.eeoc.gov/federal/directives/md715instruct.cfm>) (not dated)

1. **PURPOSE.** This directive codifies the roles, responsibilities, and procedures that support the Coast Guard's fulfillment of obligations of the annual MD-715 process, described in references (a) and (b). This directive discusses the responsibility for unit field leaders to foster local practices that contribute to talent development and upward mobility for their personnel.
2. **ACTION.** All Coast Guard unit commanders, commanding officers, officers-in-charge, deputy/assistant commandants, and chiefs of headquarters staff elements shall comply with the provisions of this Instruction. Internet release is authorized.
3. **DIRECTIVES AFFECTED.** None.
4. **DISCUSSION.**
  - a. The objective of the EEOC's annual MD-715 process is to establish standards for creating and maintaining effective affirmative programs of equal employment opportunity under relevant law for all civilian employees and applicants for employment. Reference (a) requires every agency to develop and submit a comprehensive annual report on the status of their EEO responsibilities. References (a) and (b) provide detailed policy, instructions, guidance, and standardized annual reporting templates necessary to fulfill all agency MD-715 responsibilities.
  - b. The Commandant is committed to developing a 21st century workforce that is comprised of diverse ideas, perspectives, talents, and cultures. This workforce requires a system that

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	a	b	c	d	e	f	g	h	i	j	k	l	m	n	o	p	q	r	s	t	u	v	w	x	y	z
A																										
B	X	X	X		X	X	X		X		X															
C				X							X															
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NON-STANDARD DISTRIBUTION CG-00H, CG-00H-1, CG-DCMS, CG-DCO, CG-DCMS-5, CG-1, CG-12, CG-121, CG-DCMS-8

attracts, includes, and retains diverse people who can lead and operate in an uncertain and complex environment. A commitment to equal opportunity at all levels of the organization reinforces the Coast Guard's Duty to People.

- (1) One of the principal ways that the Coast Guard monitors its civilian workforce practices and improves upward mobility is through the MD-715 process. While the annual MD-715 report is focused on low participation rate employee groups and those with disabilities, the results of the report can reveal instances where workforce management policies and practices may impact the ability for all to aspire to positions of higher challenge and responsibility.
  - (2) Many of our civilian workforce outcomes are strongly influenced by field level commands and supervisors. It is here where important hiring opportunities are fostered and career development decisions are made. As outlined in Enclosure (1), some of our largest civilian series are employed at field level commands. Achieving a workplace where every team member can reach their potential depends on the leadership and development climate set by supervisors throughout the Coast Guard.
- c. The MD-715 process is a Coast Guard responsibility requiring multiple directorates to provide information and analysis in a coordinated way to achieve the specific timelines. This directive details the roles and responsibilities required to effectively meet the Coast Guard's obligations as a DHS component.
5. **DISCLAIMER.** This guidance is not a substitute for applicable legal requirements, nor is it itself a rule. It is intended to provide guidance for Coast Guard personnel and is not intended to nor does it impose legally binding requirements on any party outside the Coast Guard. This guidance supplements references (a) and (b), but does not override them.
  6. **ROLES AND RESPONSIBILITIES.** This directive assigns responsibility to the Director, Civil Rights (CG-00H) and the Assistant Commandant for Human Resources (CG-1) as well as expertise from other directorates to develop the MD-715 process and annual report. Specific instructions for each task are outlined in Enclosure (2).
    - a. **Barrier Analysis Team.**
      - (1) CG-1 and CG-00H will designate the Barrier Analysis Team members, for their respective directorates, in writing within ten (10) business days of the annual call. The Barrier Analysis Team must be staffed by a consistent team of representatives that draw upon the expertise of various offices. The Team requires the viewpoints and skills of a number of offices that have knowledge of workforce policies, procedures, and practices. This includes but is not limited to; CG-00H-1, CG-121, CG-12B and CG-12C. The following offices may be called upon to act as ad-hoc members when necessary:
        - (a) Community Services Command may be called upon to advise the team on NAF data.
        - (b) CG-43 may be called upon when a physical barrier is identified.

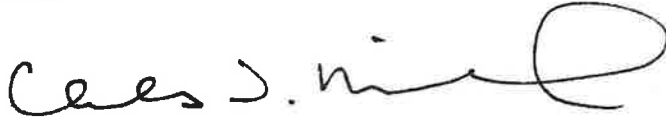
- (c) CG-12A will be available to answer any workforce analytical questions.
- (2) The Barrier Analysis Team shall meet consistently throughout the year to sustain the barrier analysis process and review progress from the previous year. Preliminary analysis will be performed based on third quarter data. Fourth quarter data will be used to verify the analysis and recommendations derived from the third quarter data. CG-00H will appoint the barrier analysis team leader (with expertise in the civil rights and equal opportunity area) and initiate the annual call for barrier analysis team members by 15 May. This call will set team membership for the following fiscal year and provide time for orientation and training of new team members. A sample designation letter is included in Enclosure (4).
- (3) The Barrier Analysis Team lead will establish the meeting schedule, ensure meeting agendas are distributed prior to meetings, minutes are maintained, and meeting minutes and documentation is posted in an online forum designated for the Barrier Analysis Team.
- (4) The Barrier Analysis Team will provide CG-1 and CG-00H with periodic briefings during the annual report process. A briefing is required once triggers are identified and when barriers are identified. An additional briefing will be required prior to the finalization of Part I. All barriers identified by the Barrier Analysis Team, based on 3<sup>rd</sup> quarter data, will be forwarded for review to CG-00H and CG-1 by 20 September.
- (5) The Barrier Analysis Team will request input from DCO and Area Commands when the barrier analysis reveals issues requiring input from major commands.
- b. Compile Workforce Tables. CG-121 shall have the responsibility for compiling the MD-715 appropriated funds workforce tables and providing them to CG-00H. Community Services Command will have similar responsibilities for the NAF data. CG-121 will incorporate third and fourth quarter data (both appropriated and non-appropriated civilian employees) for final incorporation in the MD715 report (See Enclosure (2)). The Barrier Analysis Team lead will ensure the workforce tables are made available to the Barrier Analysis Team in an online forum designated for the Barrier Analysis Team. This distribution of roles and responsibilities is dependent on DHS providing flexibility to the components to produce MD-715 workforce tables.
- c. Annual Report Responsibilities.
- (1) CG-00H shall prepare Parts A-D of the MD-715 Annual Report.
- (2) CG-00H shall assess the Agency Self-Assessment Checklist (Part G) responsibilities. A summary list of responsibilities outlined in the Checklist can be found in Enclosure (3). When the self-assessment checklist discloses non-compliance, the office responsible for that item will prepare the Action Plan (Part H) to indicate how that gap will be closed.
- (3) CG-00H, with input from the Barrier Analysis Team, will prepare recommended plans of

action to responsible officials for consideration in eliminating barriers. (Part I).

- (4) CG-121 shall prepare the Individuals with Targeted Disabilities (IWTD) Special Plan (Part J) in partnership with appropriate offices.
  - (5) Upon receipt of the annual memorandum from DHS designating a due date in which all DHS sub-agencies must submit their MD 715 report to DHS, CG-00H will establish an internal report submission timeline and publish it to all contributing offices.
- d. Accountability and Process Monitoring. The staff of the responsible official indicated in the previous year's Part H and I forms will meet with the Barrier Analysis Team to report on progress towards completion of the objectives listed. The Barrier Analysis Team will assemble the appropriate personnel, who will periodically brief CG-1 and CG-00H on the completion of activities delineated in Parts H, I and J with the goal to ensure that progress is being tracked and monitored.
  - e. Annual Review Process. In order to comply with EEOC and DHS submission dates, the primary offices will participate in joint review of the Annual Report throughout the process. The Barrier Analysis (Part I), Agency Self-Assessment Checklist and Model EEO Action Plan (Parts G and H), the IWTD Special Plan (Part J), and the Executive Summary (Part E) will be reviewed at the Division/Office Chief level. Final approval of the report is reserved for the Directorate level.
7. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS. Environmental considerations were examined in the development of this directive and have been determined to be not applicable.
  8. DISTRIBUTION. No paper distribution will be made of this Instruction. An electronic version will be located on the following Commandant (CG-612) web sites. Internet:  
<http://www.uscg.mil/directives/>, and CGPortal:  
<https://cgportal2.uscg.mil/library/directives/SitePages/Home.aspx>.
  9. RECORDS MANAGEMENT CONSIDERATIONS. This Instruction has been thoroughly reviewed during the directives clearance process, and it has been determined there are no further records scheduling requirements, in accordance with Federal Records Act, 44 U.S.C. 3101 et seq., NARA requirements, and Information and Life Cycle Management Manual, COMDTINST M5212.12 (series). This policy does not create significant or substantial change to existing records management requirements.
  10. FORMS/ REPORTS. None.

11. REQUEST FOR CHANGES. Units and individuals may recommend changes by writing via the chain of command to:

COMMANDANT (CG-00H-1)  
ATTN: OFFICE OF Civil Rights  
US COAST GUARD STOP 7816  
2703 MARTIN LUTHER KING JR AVE SE  
WASHINGTON DC 20593-7816



Charles D. Michel  
Vice Admiral, U.S. Coast Guard  
Vice Commandant

Enclosures:

- (1) Civilian Workforce Distribution Table
- (2) MD-715 Annual Report Roles and Responsibilities
- (3) EEO Agency Self-Assessment Checklist: Summary of Responsibilities
- (4) Barrier Analysis Team Leader/Member Appointment Letter

**Civilian Workforce Distribution Table**

*This table shows the distribution of the top twenty three civilian position series across the Coast Guard as of September 2014.*

Position Series	ALJ	LANTAREA	PACAREA	COMDT	DCO	DCMS	Grand Total	Grade Range	Grades with highest number of positions
<b>Total Number of civilian personnel in each major organization</b>	<b>24</b>	<b>1125</b>	<b>487</b>	<b>786</b>	<b>1080</b>	<b>5721</b>	<b>9323</b>		
0301 - Miscellaneous Administration and Program		200	104	55	82	224	665	GS-3 - GS-15	GS-11 - GS-13
2210 - Information Technology Management		15	12	43	48	417	535	GS-9 - ES-0	GS-12 - GS-13
0343 - Management and Program Analysis		33	15	95	108	235	486	GS-9 - GS-15	GS-13 - GS-14
1102 - Contract and Procurement						385	385	GS-9 - ES-0	GS-12
1801 - Gen Inspection, Investigation, Compliance		206	73		81	1	361	GS-9 - GS-15	GS-12
0303 - Miscellaneous Clerk and Assistant	2	56	11	25	64	142	300	GS-4 - GS-9	GS-7
0080 - Security Administration Series		116	45		28	86	275	GS-9 - GS-15	GS-12
4749 - Maintenance Mechanic		41	6			189	236	WD-7 - WS-14	WG-10
0525 - Accounting Tech		5	1	174		27	207	GS-6 - GS-12	GS-7
0510 - Accounting			1	144	1	34	180	GS-9 - ES-0	GS-12
0132 - Intelligence		48	35		93	1	177	GS-9 - SL-0	GS-13
2150 - Transportation Operations		111	48		1	3	163	GS-9 - GS-15	GS-11
0801 - General Engineering		2			27	132	161	GS-12 - ES-0	GS-14
0963 - Legal Instruments Examining		3			156		159	LS-5 - GS-12	GS-7
0318 - Secretary		50	28	5	1	63	147	GS-5 - GS-12	GS-7
2101 - Transportation Specialist		38	11		67	6	122	GS-9 - GS-15	GS-13
2805 - Electrician		5	3			112	120	WD-6 - WS-11	WG-10
0201 - Personnel Management Specialist						117	117	GS-9 - GS-15	GS-13
0028 - Environmental Protection Specialist		30	7		14	64	115	GS-9 - GS-15	GS-12 - GS-13
1811 - Criminal Investigating Series					114		114	GS-15 - ES-0	GS-13
1670 - Equipment Specialist Series		1	2			110	113	GS-9 - GS-14	GS-12
0905 - General Attorney	7	8	4	79	6	4	108	GS-13 - ES-0	GS-14
5334 - Marine Machinery Mech						104	104	WD-5 - WS-18	WG-10

## **MD-715 Annual Report Roles and Responsibilities**

### **I. Compile Workforce Tables:**

The distribution of roles and responsibilities is dependent on DHS providing flexibility to the components to use their own systems to produce MD-715 workforce tables. CG-121 will compile MD-715 Workforce appropriated fund workforce tables using data from the National Finance Center (NFC) and the applicant tracking/hiring system. CG-121 will review workforce tables for any outstanding system errors and submit requests for hiring system report modifications.

The Community Services Command (CSC) will compile quarterly MD-715 workforce tables for the Non-Appropriated Fund (NAF) workforce. Final tables will be provided to CG-121 for consolidation. CG-121 will incorporate third and fourth quarter data and forward to the Barrier Analysis Team.

After MD-715 workforce tables are compiled, the Barrier Analysis Team will conduct a review of the data and analysis to identify workforce triggers and potential barriers. CG-00H and CG-1 will coordinate the final preparation of the MD-715 tables for submission to DHS and EEOC.

### **II. Prepare Annual Reports Parts A-D:**

CG-00H will complete Parts A through D. Parts A through C identify the reporting agency, total number of employees assigned (including permanent, temporary, and non-appropriated funds), and the names of the agency officials responsible for the oversight of the agency's EEO Program. Part D requires a by-name list of subordinate level reporting components (i.e., regions, field installations, units etc.), and a table of contents that identifies what is included in the report. The EEOC requires that only subordinate level reporting components with an individual financial code are listed. For the Coast Guard, subordinate components have identical financial codes to the headquarters and therefore, are not listed individually in the MD-715 report.

### **III. Identify triggers after assessment of 3<sup>rd</sup> quarter MD-715 data tables and conduct Barrier Analysis**

Barrier Analysis is conducted using workforce data tables provided to the Barrier Analysis Team by CG-121 and CSC. The tables should be made available to the Team following the end of each quarter. The barrier analysis of record for each annual report is conducted using third quarter data, and verified using fourth quarter data.

The Barrier Analysis Team is a multifunctional team of EEO specialists, Human Resource practitioners, and other occupational series at the GS-13 (or equivalent) and above grade level. Critical skills include analytics, problem solving techniques, basic strategic planning skills such as developing objectives and corresponding action steps

leading to accomplishment of objectives, and knowledge of workforce policies, procedures, and practices.

Trigger identification begins by reviewing EEOC prescribed snapshots of the workforce. The Barrier Analysis Team compares CG workforce to the Civilian Labor Force (CLF) statistics. After the initial snapshot, variations between actual and expected participation rates, based on benchmarks, may be an important clue that further investigation is necessary to determine if something in an agency's policies, procedures or practices might be artificially limiting the employment opportunity for particular work groups. Other snapshots compared include major occupations, grade level distribution, applicants and hires, promotions, career development, recognition and awards, complaints, and separations.

#### **IV. Prepare EEO Plan to Eliminate Identified Barriers (Part I)**

Part I is completed by the Barrier Analysis Team when the investigation of the trigger reveals a correlation to a policy, procedure, or practice that disparately impacts a particular workforce group. Part I is required for each identified barrier. The form provides a description of the trigger that resulted in further investigation of the issue. Completion of the form reveals the action steps, documents reviewed, people interviewed, and other sources that contributed to identification of a barrier; provides a succinct statement about the policy, procedure or practice that is identified as the barrier; identifies how to correct the undesired condition; and develops planned activities leading to the elimination of the barrier.

#### **V. Assess Agency Self-Assessment Checklist (Part G)**

The checklist is comprised of 121 questions and statements requiring "yes" and "no" responses. All "no" responses to checklist items require preparation of a Part H detailing the agency plan to transform "no" responses to "yes". All checklist items have been designated the responsibility of a specific office (see Enclosure (2)). Upon receipt of the annual memorandum in which DHS designates the date for which all DHS sub-agencies must submit their MD 715 to DHS, CG-00H will establish and publish an MD 715 report submission timeline to notify contributing offices when they are expected to submit their input.

#### **VI. Prepare Model EEO Program action plan (Part H)**

Checklist items have been delegated to specific offices. The office point of contact for checklist items must be knowledgeable with the MD 715 checklist requirements. The designated point of contact is responsible to prepare an action plan (MD 715-01) for each "no" response reported in the current reporting year, as well as, provide accomplishments and progress for "no" responses from the previous reporting year(s).



**VII. Complete and coordinate Executive Summary (Part E)**

The executive summary is a narrative description of Parts A-D, G, H, I, J; an analysis of the EEOC prescribed workforce tables by ethnicity/race, gender, and disability; and agency accomplishments and best practices. The Civil Rights Directorate solicits accomplishments and best practices from all CG offices, directorates and field units that host activities that contribute to the accomplishment of EEO and diversity goals and objectives. Offices contributing to accomplishments and best practices include the Office of Civilian Personnel (CG-121), Diversity & Inclusion (CG-12B), Leadership and Development (CG-12C), Engineering – Facilities Accessibility (CG-43), Public Affairs – CG Leadership External Engagements/ Community Outreach (CG-092), Coast Guard Academy (CG-1), Special Emphasis Program Managers (SEPMs, CG-00H) and Regional EEO Offices (CG-00H).

**VIII. Integrate relevant and timely submissions into final agency report.**

The executive summary is the last section added before internal staffing and submission. It is highly desirable that each section is reviewed at the Division/Office Chief level prior to final routing. It should be recognized that final report routing is on a compressed schedule due to the fact that fourth quarter data is typically available in mid-October. It is necessary that all parties work collaboratively throughout the process to ensure appropriate time for Commandant review and approval.

## Federal Agency Annual EEO Program Status Report: Agency Self-Assessment Checklist Summary

### High-Level Summary of Responsibilities by Office

Ref. ID	Compliance Indicator	Responsible
<b>Essential Element A: Demonstrated Commitment from Agency Leadership</b>		
<i>Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity</i>		
<b>A.1</b>	EEO Policy Statements are up to date	CG-00H
A.1.c	New appropriated fund employees are provided a copy of the EEO Policy Statement	CG-121
	New non-appropriated fund employees are provided a copy of the EEO Policy Statement	CSC
<b>A.2</b>	EEO policy statements have been communicated to all employees	CG-00H
<b>A.3</b>	Agency EEO policy is vigorously enforced by agency management	CG-121/CSC
A.3.b	All employees have been informed about what behaviors are inappropriate in the workplace and that this behavior may result in disciplinary action	CG-00H
A.3.c	Workforce is informed about the penalties for unacceptable behavior	CG-00H
A.3.d	The procedures for reasonable accommodation for individuals with disabilities have been made readily available/accessible to all employees	CG-00H
A.3.e	Managers and supervisors have been trained on their responsibilities under the procedures for reasonable accommodation	CG-00H
<b>Essential Element B: Integration of EEO Into the Agency's Strategic Mission</b>		
<i>Requires that the agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures, or practices and supports the agency's strategic mission.</i>		
<b>B.1</b>	The reporting Structure for the EEO program provides the Principal EEO Official with appropriate authority and resources to effectively carry out a successful EEO program	CG-00H
<b>B.2</b>	The EEO Director and other EEO professional staff responsible for EEO programs have regular and effective means of informing the agency head and senior management officials of the status of EEO programs and are involved in, and consulted on, management/personnel actions	CG-00H
B.2.c.1	Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions such as re-organization and re-alignment	CG-8
<b>B.3</b>	The agency has committed sufficient human resources and budget allocations to its EEO programs to ensure successful operation	CG-00H
<b>B.4</b>	The agency has committed sufficient budget to support the success of its EEO programs	CG-00H

B.4.e	Does the agency fund major renovation projects to ensure timely compliance with Uniform Federal Accessibility Standards?	CG-43
<b>Essential Element C: Management and Program Accountability</b>		
<i>Requires the Agency Head to hold all managers, supervisors, and EEO Officials responsible for the effective implementation of the agency's EEO program and plan.</i>		
C.1	EEO program officials advise and provide appropriate assistance to managers/supervisors about the status of EEO programs within each manager's or supervisor's area of responsibility.	CG-00H
C.2	The Human Resources Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures are in conformity with instructions contained in EEOC management directives.	CG-00H
C.3	When findings of discrimination are made, the agency explores whether or not disciplinary actions should be taken.	CG-00H
<b>Essential Element D: Proactive Prevention</b>		
<i>Requires that the agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.</i>		
D.1	Analyses to identify and remove unnecessary barriers to employment are conducted throughout the year.	
D.1.a - D.1.c	Ensure senior managers develop and implement EEO Action Plans when barriers that may impede the realization of equal employment opportunity are identified	CG-00H
D.1.d - D.1.h	Ensure trend analyses of the workforce's major occupations, grade level distribution, compensation and reward system, and effects of management and personnel policies are conducted by race, national origin, sex, and disability	CG-12/CSC
D.2	The use of Alternative Dispute Resolution (ADR) is encouraged by senior management	CG-00H
<b>Essential Element E: Efficiency</b>		
<i>Requires that the agency head ensure that there are effective systems in place for evaluating the impact and effectiveness of the agency's EEO programs as well as an efficient and fair dispute resolution process.</i>		
E.1	The agency has sufficient staffing, funding, and authority to achieve the elimination of identified barriers	CG-00H
E.2	The agency has an effective complaint tracking and monitoring system in place to increase the effectiveness of the agency's EEO programs.	CG-00H
E.3	The agency has sufficient staffing, funding and authority to comply with the time frames in accordance with the EEOC (29 C.F.R. Part 1614) regulations for processing EEO complaints of employment discrimination	CG-00H

E.4	There is an efficient and fair dispute resolution process and effective systems for evaluating the impact and effectiveness of the agency's EEO complaint processing programs	CG-00H
E.5	The agency has effective systems in place for maintaining and evaluating the impact and effectiveness of its EEO programs.	CG-00H
E.5.f	Ensure the agency tracks recruitment efforts and analyze efforts to identify potential barriers in accordance with MD-715 standards	CG-121/CSC
E.6	The agency ensures that the investigation and adjudication function of its complaint resolution process are separate from its legal defense arm of agency or other offices with conflicting or competing interests.	CG-00H
<b>Essential Element F: Responsiveness and Legal Compliance</b>		
<i>Requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.</i>		
F.1	The agency's system of management controls ensures that the agency timely completes all ordered and corrective action and submits its compliance to EEOC within 30 days of such completion.	CG-00H
E.2	The agency's system of management controls ensures that the agency timely completes all ordered corrective action and submits its compliance to EEOC within 30 days of such completion.	CG-00H
E.3	Agency personnel are accountable for the timely completion of actions required to comply with orders of EEOC.	CG-00H

U.S. Department of  
Homeland Security

United States  
Coast Guard



Staff Symbol:  
Phone:  
Fax:  
Email:

## MEMORANDUM

From: Director, Civil Rights  
Assistant Commandant, Human Resources

To: Barrier Analysis Team Members

Subj: BARRIER ANALYSIS TEAM MEMBER DESIGNATION

Ref: (a) MD-715 Process Governance, COMDTINST 5354.9  
(b) Equal Employment Opportunity Commission (EEOC) Management Directive 715,  
1 October 2003  
(c) Instruction to Federal Agencies for EEO Management Directive 715  
(<http://www.eeoc.gov/federal/directives/md715instruct.cfm>) (not dated)

1. The EEOC Management Directive 715 (MD-715) is a process to establish standards for creating and maintaining effective affirmative programs of equal employment opportunity under relevant law for all civilian employees and applicants for employment. The Coast Guard develops and submits a comprehensive annual report on the status of their EEO Responsibilities. Barrier analysis is the process by which the USCG identifies and removes barriers to participation at all levels of the workforce.

2. Based on the individuals' expertise the following employees/members are identified to serve on the MD-715 Barrier Analysis Team for FY<<x>>.

<<Enter applicable CG-00H office>> Team Leader, Office:  
<<Enter team member's name>> Team Members, Offices:

3. Barrier Analysis Team members will familiarize themselves with the responsibilities as outlines in references (a), (b), and (c). The barrier analysis team will analyze workforce tables, survey data, and other sources of information to identify triggers leading to barriers to employment that may exist.